

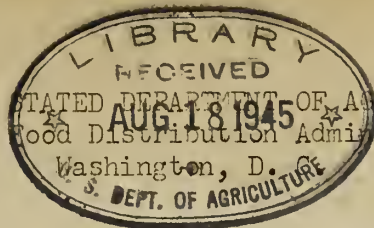
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April 10, 1943

PROCESSOR'S BRANCH MEMORANDUM NO. 4

TO: Branch Chiefs and Regional Administrators
FROM: Josiah G. Fort, Acting Chief, Processors Branch
SUBJECT: Procedure for making Nomination for Army-Navy "E" Award



Director's Memorandum No. 50 announces that the Army-Navy Board for Production Awards will accept nominations from the Food Distribution Administration for award of the "E" to food processors who have done an outstanding production job.

The memorandum also specifies that regional administrators are responsible for setting up procedure and screening recommendations in the field. However, in order to give a general outline of the requirements of the Army-Navy Board of Awards, this detailed explanation of the forms has been prepared.

Since a regional administrator or a Branch Chief, where branch functions have not been completely regionalized, may originate recommendations, it will be necessary for either of them to get approved from the other before approaching a plant for the "E" award data. Embarrassment to both the plant and Food Distribution Administration would result if a branch chief or regional administrator had reason to disapprove a recommendation originated by the other. It is expected that no recommendation will be forwarded to the Processors Branch unless there is reason to believe it has the full endorsement of all interested agencies of the entire U.S.D.A.

If it is believed possible that a plant is already being considered for the "E" by some other agency, the Processors Branch will investigate for you on request.

Attached is a form, approved by representative of the Army-Navy Board for Production Awards and the commodity branches, to be used in making nominations of food processors for the Army-Navy "E" award. Supplies of the forms are being furnished to regional offices and in small quantities to the commodity branches. Additional supplies may be obtained from the Administrative Services Division.

This form is issued to Branch Chiefs and Regional Administrators by the Processors Branch. It must be signed by the following before presentation to the Awards Committee of Food Distribution Administration:

1. Regional Administrator
2. Commodity Branch Chief
3. Chief of Processors Branch

Please remember that the Army and Navy Boards will consider only those plants which have done an exceptional production job, and only about a hundred awards a month have been made. This number includes all industries, so your recommendations must be carefully selected and few in number.

Little consideration will be given to plants whose products are the same as before the war, unless they have shown initiative and perseverance in overcoming obstacles. Recognition will be given to plants which have demonstrated a willingness to participate in the development of war food products, and generous cooperation with the intents and purposes of the food purchase programs, combined with large production.

The following facts pertaining to the Army and Navy Boards for Production Awards are pertinent:

1. Nominations must reach the Boards by the 5th of the month to be considered at the monthly meetings between the 20th and the 30th. The decision is then declared by the 5th of the following month.
2. A nomination may cover only one plant but separate nominations for a group of plants of the same company may be forwarded together. If it is desirable to make the awards to two or more plants at the same time, for morale or other reasons, this should be explained in a covering letter.
3. Remember that the Board is interested only in production for war purposes and the evidence should be presented in this light.
4. The form must be filled out by a U.S.D.A. employee, not by the plant itself, as the data is presented as impartial evidence resulting from an official investigation. Regional Administrators and Branch Chiefs should keep a record of the name of the person who makes the investigation.
5. Outstanding production is the factor most heavily weighed by the Board.
6. The facts must be presented on the attached form, as explanatory attachments are considered only in exceptional cases. The Board is composed of high Army and Navy Officers who will not consider lengthy, flowery or indefinite verbiage. Nominations are to be prepared in triplicate. The original and the first copy are to be mailed to the Processors Branch and one copy retained for your files.
7. State as many facts as possible, but briefly, and support with figures. Statements should prove that the plant has done a job outstandingly ahead of others.
8. Unsatisfactory records on such items as absenteeism and accidents (state basis used in determining these) will cause deferment of the award until the trouble is corrected.
9. The Board does not want to make awards when a prospective cut in production with lay-off of personnel is anticipated, and Food Distribution Administration is expected to guard against this possibility.

10. When cases are rejected or deferred, the Boards will give the reasons therefor, and suggest that this information be transmitted to the field.

11. The Boards are determined that the prestige of the "E" shall be maintained, and feel that the FDA has assumed this responsibility along with that of making nominations.

INSTRUCTIONS FOR FILLING IN QUESTIONNAIRE

Page 1.

Page 1 is self-explanatory.

Page 2.

QUANTITY RECORD OF PRODUCTION

- | | | |
|----|------------------|--|
| 1. | Self-explanatory | |
| 2. | " | " - Very Pertinent |
| 3. | " | " |
| 4. | " | " - Very useful |
| 5. | " | " - Especially useful in seasonal operations |

Page 3.

QUALITY OF PRODUCTION ENGINEERING ABILITY

Page 3 is self-explanatory.

However under page 2 and page 3 are listed certain points that should be covered if possible. It is recognized that these are not applicable to all types of plants and also that there are many other facts that may be used in their place if desired to prove an outstanding record. This is particularly true in the case of Food Processors.

Page 4.

OTHER FACTORS TO BE RELIED:

A. Self-explanatory

B. In giving figures on absenteeism the basis used should be indicated. The Bureau of Labor Statistics uses the following formulae:

Number of man shifts absent multiplied by 100 divided by the number of man shifts scheduled to work.

Base on a full weeks operation of all shifts.

An easy way to count the absentees per shift is to count the cards in the time card rack that did not report for duty.

Do not count part day absences or those on official leave, or on vacation.

However count those out sick.

A man shift is interpreted as each man scheduled to work on a shift.

If a man is out six days this would equal 6 man shifts absent--not 1 man shift absent.

C. Self-explanatory.

D. These figures can often be secured from Insurance Companies.

The Bureau of Labor Statistics uses the following formulae to secure the accident frequency figure:

Number of Disabling accidents multiplied by 1,000,000 hours divided by the total number of Employee hours worked equals the Frequency Rate of accidents per Million Hours.

A disabling accident is one which results in death, permanent impairment, or one that lasts beyond date of injury.

First Aid cases returned to work without loss of time do not count as accidents.

An injury resulting in loss of the balance of the day does not count as an accident if employee has no further loss of time beyond the date of injury. However if he returns to work the next day and is absent again at a later date because of the injury it is counted as a disabling accident.

An unsatisfactory record on absenteeism or accidents will be cause for deferment of the award until the trouble is corrected.

E. This item covers cleanliness of the plant, proper ventilation, sufficient lighting facilities, minimum fire hazards, etc.

F. Covers plant protection; protective lighting, fencing, etc.

The rating on internal security should be obtained from the Service Command or the Supply Service to which the subject plant is assigned for this purpose by the "Master Responsibility List" issued by the Division of Internal Security. Ratings of "Good" or better only, will be acceptable.

If the Service Command has not rated, report "Not Rated."

If it has not been inspected it means there is no need for this.

G. If an apprentice course exists, for example, the training of women to replace men, a few words to that effect will be all that is necessary. If none, just say "Not Needed." Cover fully but briefly.

H. Self-explanatory.

I. Self-explanatory.

J. As noted in paragraph 2 on page 2, a nomination may cover only one plant, but separate nominations for a group of plants of the same company may be forwarded together.

Many times an award has been approved for a plant and the letter is ready to be awarded when the officer in the particular district calls to say it cannot be done because there is another plant which has the same management and this would create a bad morale. These awards must be made at the same time.

If it is desirable to make the award to two or more plants at the same time for morale or other reasons, this should be explained in a covering letter.

K. This item might be used to point out that labor troubles had been avoided or settled without work stoppage; lack of materials, equipment, or other obstacles had been surmounted.

L. The reason for this question is that occasionally the Army's programs are changed; adverse weather may cause a crop failure; or perhaps a time lag between the harvesting of one crop and the next one to be processed, resulting in a substantial lay-off in personnel.

M. Self-explanatory.

The above instructions for filling in the questionnaire, required by the Army-Navy Board of Awards, are given to assist in preparing the nominations in the field. Further detailed instructions may be supplied in any procedure set up by the Regional Administrators.

It should always be made clear that this Administration can only recommend and nominate. The final decision rests with the Army-Navy Board for Production Awards.

In submitting a nomination it cannot be over-emphasized that the Army-Navy Board of Awards has entrusted us with the responsibility of maintaining the prestige of the "E", therefore great care must be used in making the investigations.

Josiah G. Fort

Josiah G. Fort
Acting Chief, Processors Branch

APPROVED:

E. R. Meyer

DATE _____

NOMINATION FOR ARMY-NAVY "E" AWARD

FOR _____
(Name of Company) (Name of Plant)

(Name of Principal Officer or Plant Manager) (Address of Plant)

(If Branch or Subsidiary, State Name of Parent Company) (Address of Home Office)

1. Approximate value of Company's total output \$ _____
For War Work \$ _____
2. Percentage of Plant Capacity currently used for War Work. _____%
3. Employees: Estimated Number: _____ Male: _____ Female: _____
4. Products Produced: (Briefly) (Dehydrating Vegetables, etc.) _____

5. Is this the Company's only plant? _____. A Separate nomination and award is made for each plant. (yes or no)

THIS NOMINATION IS RECOMMENDED AND APPROVED BY:

BRANCH CHIEF

REGIONAL ADMINISTRATOR

Name _____

Name _____

Branch _____

Region _____

CHIEF, PROCESSORS BRANCH

DIRECTOR

NOMINATION OF _____

(Name of Plant)

QUANTITY RECORD OF PRODUCTION

1. Data in dollars and units comparing current production with a stated previous period.
2. Data on current production as compared with the estimated capacity of the plant.
3. Status: Production vs. schedules. Give figures when possible.
4. Data on output per man-hour, per machine-hour or other measures of efficiency compared with other plants on the same or similar items.
5. If current production is below plant capacity and this is due to conditions beyond the control of the plant, explain.
6. Data on shifts worked.

BE BRIEF

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QUALITY OF PRODUCTION

1. Give percentage of rejections - past and present.
2. Give other evidence of satisfactory quality.

ENGINEERING ABILITY

1. Was plant converted from a different peacetime production? If so, what?
2. What ingenuity was shown in adapting or rebuilding existing tools, and equipment?
3. Rate the ability shown in overall planning of tools, materials, and labor supply.
4. Cite ways and means devised to eliminate use of critical materials.
5. Cite outstanding improvements in production techniques or technical developments.

BE BRIEF

NOMINATION OF: _____
(Name of Plant)

OTHER FACTORS TO BE CONSIDERED

- A. Is management effective and fully cooperative with war program. _____
(yes or no)
- B. What is the absenteeism record? _____
(Give figures)
- C. What steps have been taken to reduce absenteeism? _____
- D. Give figures showing accident frequency: _____ Severity: _____
- E. Rate the housekeeping: _____ When Inspected: _____
(Exc. Good, Fair, Etc.)
- F. Rating on Internal Security as obtained from the Service Command or Supply Service to whom this plant is assigned by the Internal Security Division. _____
- G. Is a good training plan in operation to provide a satisfactory labor force? Explain: _____
- H. Are relations between management and labor cooperative to the extent that production will not be adversely affected: _____
- I. Are fair labor standards maintained and all rulings of WLB and NLRB complied with? _____
- J. Is there any plant in the vicinity or in the same parent organization that would be adversely affected if this award was granted at this time?
If so, explain in a covering letter. _____
- K. Have work stoppages been avoided? Explain _____
- L. Is there any likelihood of a reduction in this plant's contracts which might result in a substantial lay-off of personnel? _____
- M. Cite any other facts which should be considered in making the decision on this company _____

